

## Formulating Vision-Mission-Values

*Key underlying questions: Who are we serving? Why? For what purpose?*

<p><b>VISION:</b></p> <p><b>Our desired future state</b></p> <p><i>Aspirational</i></p>	<p><b>Considerations in developing a Vision statement:</b></p> <ul style="list-style-type: none"> <li>• Desired outcomes/what success looks like</li> <li>• For whom</li> <li>• By and/or with whom</li> <li>• Able to be easily understood</li> <li>• Relatable</li> <li>• Articulate what will be different in the present tense</li> <li>• Concise verbiage can be helpful</li> </ul> <p><b>Guiding questions:</b></p> <ul style="list-style-type: none"> <li>• What do we want to be different for children and families in the next 10...20 years?</li> <li>• When we use the term prevention, what do we mean? What are we preventing and for whom?</li> <li>• What impact or difference is being made by our efforts?</li> <li>• Do we aspire to achieve similar or different outcomes for children vs. their families?</li> </ul> <p><b>To formulate a Vision:</b></p> <ul style="list-style-type: none"> <li>• Data should be a tool to identify what could/should be different in formulating a vision</li> <li>• Identifying the intention and aspiration is a critical first step; wordsmithing can come later</li> <li>• <b>Consideration of examples from other states needs context to determine utility, alignment with the work, and success</b></li> </ul>	<p><b>Examples</b> <i>(only being shared to offer some reference material about what other jurisdictions have developed):</i></p> <ul style="list-style-type: none"> <li>➤ Stronger families for a stronger Georgia</li> <li>➤ Tennessee's children are safe, healthy and back on track for success</li> <li>➤ Children thrive in safe, caring, supportive families and communities (Indiana)</li> <li>➤ To ensure a better today and even a greater tomorrow for every individual we serve. (New Jersey)</li> <li>➤ Safe children, strengthened families (Utah)</li> <li>➤ Children thrive in family environments free from abuse and neglect (Arizona)</li> <li>➤ OCFS prevention services seek to promote the health, well-being, and safety of children and families by reducing the risk and effects of adverse childhood experiences (such as neglect, trauma, or exposure to violence). <i>[Administering best practice services that create a community of caring for intergenerational members focused on increasing protective factors such as: health, education and safety promotion, parenting education, social connections and family strengthening supports]</i> (Maine – Prevention Services)</li> <li>➤ Healthy Children and Youth, Strong Families, Diverse Caring Communities (Rhode Island – integrated child welfare/juvenile probation)</li> <li>➤ Washington – DSHS             <ul style="list-style-type: none"> <li>• People are healthy,</li> <li>• People are safe,</li> <li>• People are supported,</li> <li>• Taxpayer resources are guarded</li> </ul> </li> </ul>
---	--	--

DRAFT

DRAFT

DRAFT

<p><b>MISSION:</b></p> <p><b>Who we are &amp; What we do</b></p> <p><i>Practical</i></p>	<p><b>Considerations in developing a Mission statement:</b></p> <ul style="list-style-type: none"> <li>• Purpose of the work</li> <li>• What the work seeks to accomplish</li> <li>• For whom</li> <li>• By and/or with whom</li> <li>• Verbiage should translate into the actual work that is done</li> </ul> <p><b>Guiding questions:</b></p> <ul style="list-style-type: none"> <li>• What are we doing that is distinct/different/essential for children and families?</li> <li>• Does the benefit gained by positioning the new Dept at the cabinet level need to be reflected in the mission?</li> <li>• What is the essence of our practice philosophy?</li> </ul> <p><b>To formulate a Mission statement:</b></p> <ul style="list-style-type: none"> <li>• Data <u>and mandates</u> should be tools to identify the most significant elements to emphasize in the Mission statement</li> <li>• <b>Consideration of examples from other states needs context to identify utility, alignment with the work, and success</b></li> </ul>	<p><b>Examples</b> <i>(only being shared to offer some reference material about what other jurisdictions have developed):</i></p> <ul style="list-style-type: none"> <li>➤ In partnership with New Jersey's communities, DCF will ensure the safety, well-being, and success of New Jersey's children and families.</li> <li>➤ The Administration for Children's Services protects and promotes the safety and well-being of New York City's children, young people, families, and communities by providing excellent child welfare, juvenile justice, and early care and education services.</li> <li>➤ Ensure forever families for children and youth by delivering high-quality, evidence-based services in partnership with the community. (Tennessee)</li> <li>➤ The Mission of the Department of Children and Families is to improve the economic and social well-being of Wisconsin's children, youth and families. The Department is committed to protecting children and youth, strengthening families, and supporting communities. (Wisconsin)</li> <li>➤ The Indiana Department of Child Services (DCS) protects children from abuse and neglect, and works to ensure their financial support.</li> <li>➤ Strengthen Georgia by providing individuals and families' access to services that promote self-sufficiency, independence, and protect Georgia's vulnerable children and adults.</li> <li>➤ Improving the quality of life for our children. (New Mexico)</li> <li>➤ Partner with families and communities to raise safe and healthy children and youth in a caring environment. (Rhode Island)</li> <li>➤ Washington DSHS – Children's Administration - To transform lives by protecting children and promoting healthier families through strong practice and strong partnerships with the community and tribes.</li> </ul>
--	--	--

<p><b>VALUES:</b></p> <p><b>What we believe &amp; How we behave</b></p> <p><i>Philosophical</i></p>	<p><b>Considerations in formulating Values:</b></p> <ul style="list-style-type: none"> <li>• Internal values (related to workforce/partnerships/ Integration) and external values (client-focused, outward-facing) may both be important to name</li> <li>• May want to have a top tier of values that are paramount, not dismissing others, but prioritizing those that are critical to what the department should represent</li> <li>• Concise language is more compelling</li> <li>• Using language that defines the behavior aligned with the value can be helpful for putting values into action</li> </ul> <p><b>Guiding questions:</b></p> <ul style="list-style-type: none"> <li>• What values does a focus on prevention represent?</li> <li>• Is it important to frame a value/set of values about how the agency thinks about and/or interacts with families?</li> </ul> <p><b>To formulate Values:</b></p> <ul style="list-style-type: none"> <li>• Being clear about who we are serving and why we are serving them can support a clear articulation of values.</li> <li>• Consider how our values could set this work apart from other work being done by other state agencies</li> <li>• Think about how values translate into behavior</li> <li>• <b>Consideration of examples from other states needs context to identify relevance, alignment of values to what is occurring practically, and how the values relate to outcomes</b></li> </ul>	<p><b>Examples</b> <i>(only being shared to offer some reference material about what other jurisdictions have developed):</i></p> <ul style="list-style-type: none"> <li>➤ Georgia Dept. of Human Services – Core Values <ul style="list-style-type: none"> <li>• Provide access to resources that offer support and empower Georgians and their families.</li> <li>• Deliver services professionally and treat all clients with dignity and respect.</li> <li>• Manage business operations effectively and efficiently by aligning resources across the agency.</li> <li>• Promote accountability, transparency and quality in all services we deliver and programs we administer.</li> <li>• Develop our employees at all levels of the agency.</li> </ul> </li> <li>➤ Florida Dept. of Children and Families Values <ul style="list-style-type: none"> <li>• A workforce that operates with <b>integrity</b> maintains loyalty to a code of ethics that requires the <b>courage</b> to take responsibility for providing the highest quality of service to the vulnerable</li> <li>• We are a solutions-focused learning organization built on a foundation of transparency in action and <b>accountability</b> of results</li> <li>• Both within the organization and among our stakeholders, we thrive in a culture of <b>respect</b> for diversity of opinion that is nurtured through open communication</li> <li>• High performing and committed, we are unified in our goal of <b>excellence</b> in achieving quality outcomes for those we serve.</li> </ul> </li> <li>➤ Washington DSHS Values <ul style="list-style-type: none"> <li>• <b>Honesty and Integrity</b> – because leadership and service require a clear moral compass.</li> <li>• <b>Pursuit of Excellence</b> – because it is not enough to get the job done, we must always challenge ourselves to do it better.</li> <li>• <b>Open Communication</b> – because excellence requires teamwork and a strong team is seen, heard and feels free to contribute.</li> <li>• <b>Diversity and Inclusion</b> – because only by including all perspectives are we at our best and only through cultural competency can we optimally serve our clients.</li> <li>• <b>Commitment to Service</b> – because our challenges will always exceed our financial resources, our commitment to service must see us through.</li> </ul> </li> </ul>
---	--	--